



**FIRST THINGS FIRST**

*The right system for bright futures*

# **FIRST THINGS FIRST INFORMATIONAL MEETING**

## **THE COMPETITIVE FUNDING PROCESS**



# Training Purpose

- Discuss the RFGA as the most common funding mechanism for First Things First
- Review the First Things First funding process and timelines
- Give an overview of the First Things First RFGA Scope of Work Logic Model
- Discuss the usefulness of a logic model in responding to a RFGA Scope of Work
- Work through a sample logic model activity



# The Mission of First Things First

**To increase the quality of, and access to, early childhood development and health systems, that ensure a child entering school comes healthy and ready to succeed.**



# What is First Things First?

## First Things First (FTF):

- A voter approved initiative
- In 2006, Proposition 203 created a new, state-level board
- The Arizona Early Childhood Development and Health Board (AZECDH) provides oversight and guidance on the implementation of the Proposition
- Proposition 203 was designed as a voluntary system of early care and education.



# First Things First Priority Goals

- Quality & Access
- Health
- Professional Development
- Family Support
- Coordination
- Communication



# State Board Overview

- 9 members appointed by the Governor and confirmed by the Legislature
- State Board ensures funding goes towards high quality early childhood development and health programs
- Regional Partnership Council decisions are approved by the State Board including Funding Plans and grantee awards.
- Why is the State Board unique?
  - Not a top down model. Community Focused. Incorporates community involvement and sustainability by giving the Councils a voice.



# How is First Things First Funded?

## First Things First Revenue Stream

**100% of revenue  
from new tobacco tax.  
Estimated at approximately \$150 million in the first year.**

**10%**

**Administrative Account**

**90%**

**Program Account**

**10%**

**Statewide grants or  
programs undertaken  
directly by the board**

**90%**

**Provided to regions based  
on the approval of  
their regional plan.**

**35%**

**Based on the  
population of children  
aged five and younger  
in the region**

**40%**

**Based on the population of children  
aged five and younger in the region  
whose family income does not exceed  
100% of the federal poverty level.**

**25%**

**Used to fund regional  
programs without  
consideration of  
regional population.**



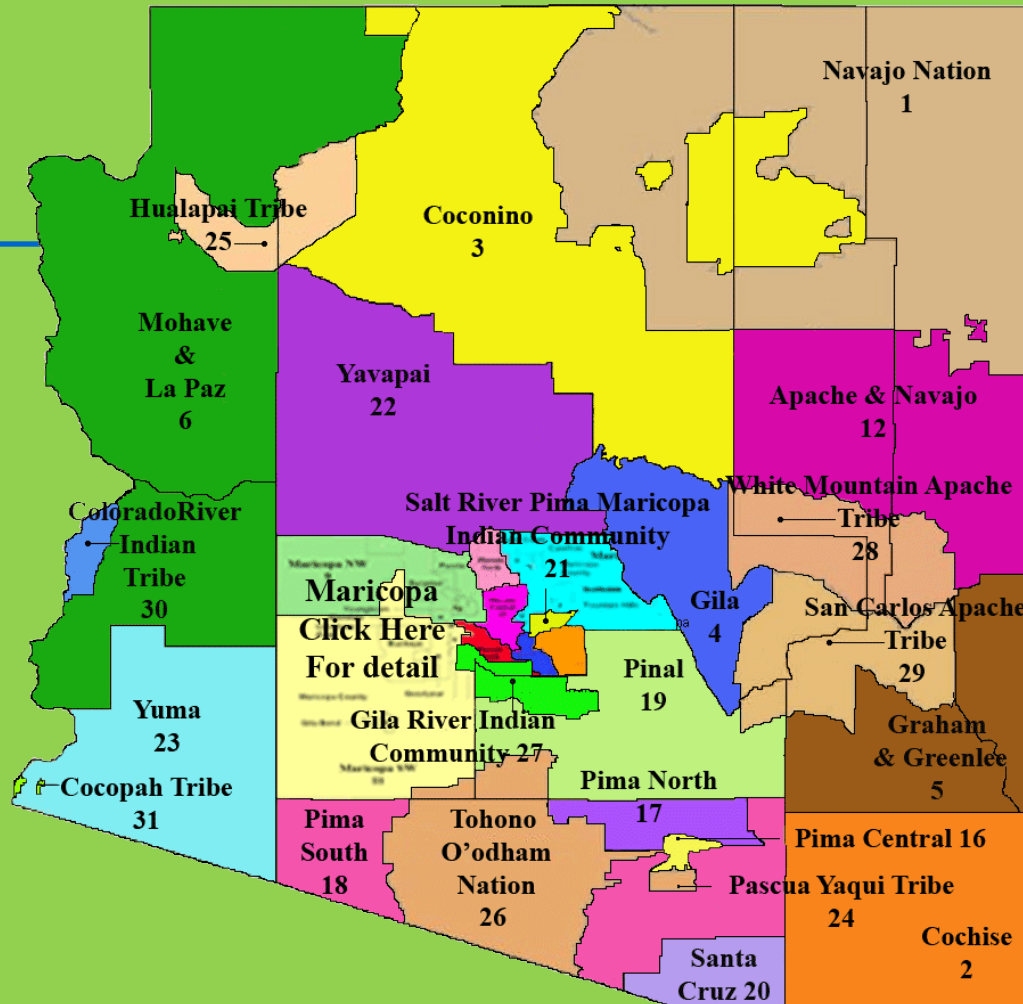
# First Things First: Local Decision-Making

- Every community is represented by a Regional Partnership Council (31 total)
- 10 Tribes opted to become their own Region
- The Community decides what its children need most
- The Community comes up with solutions





# Regional Partnership Councils



# Be Part of the Vision

## Statewide Initiatives

- *Quality First!*
- *T.E.A.C.H.*
- *Wage Enhancements*
- *Parent Kits*
- *Child Care Health Consultation*

## Regional Grants

- *Based on the Regional Funding Plans*
- *Staggered release to begin July 2009*





# Regional Grant Opportunities

The RFGA Process



# What is an RFGA?

- An RFGA is a Request for Grant Application. It is a formal competitive process required when a state governmental unit (i.e. Board of First Things First and Regional Partnership Councils) makes grant awards.
- It is the preferred way that First Things First and each Regional Partnership Council can enter into an agreement for services that will affect change in the birth through age five population in our communities.



# Why an RFGA?

It is the most publicly transparent option First Things First has in distribution of funds.

It has more flexibility compared to typical procurement processes.



# Development of the RFGA

First Things First Regional Coordinators and Finance Division Staff will:

- Develop timelines specific to each RFGA
- Develop the RFGA Scope of Work from the Funding Plan



# How Do People Find Out About an RFGA?

- First Things First Database
- State Procurement Office's e-procurement system
- Distribution lists maintained by Regional Partnership Council Coordinators



# RFGAs: What are the Statutory Requirements?



- RFGA's must be posted for a minimum of six weeks.
- When an RFGA is “on the street” (i.e. posted) all questions about the RFGA must be submitted in writing.
- When applicable to all potential applicants, *Frequently Asked Questions* will be posted on the First Things First website.





# Requirements Continued

- A pre-application conference is held at least 21 days before the RFGA close date.
- If any clarifications of or corrections to the RFGA arise, then a formal written RFGA amendment will be issued and posted to the FTF website.



# Requirements Continued

- No late applications shall be accepted.
- There are no exceptions to this rule.
  - Accepting late submissions is not fair to those organizations whose applications that were received on time. Regardless of the reason, First Things First will NOT accept any late applications. Doing so would result in an immediate challenge to the process.



# Requirements Continued

- From the time the RFGA is posted until awards are made, the entire RFGA process is confidential.
- Everyone involved in the acceptance, review and discussion of grant applications will be required to sign a confidentiality/conflict of interest form.



# Requirements Continued

- Grant applications must be reviewed by at least three peers of the applicant or other qualified individuals.
- Grant applications are reviewed solely on the evaluation criteria listed in the RFGA .
- Review committees will reach a consensus on scores and comments for each application.



# Requirements Continued

- A reviewer who fails to disclose contact with a representative of an applicant or who fails to provide accurate information on the confidentiality/conflict interest form is subject to a penalty of at least \$1,000, but no more than \$10,000.
- A person who intentionally or knowingly participates in an award of a grant pursuant to a scheme or artifice to avoid the requirements of ARS 41-2705 is guilty of a class 4 felony and is also personally liable for the recovery of all public monies paid, plus 20% of the amount and legal interest from the date of payment and all costs and damage arising out of the violation.



# Final Requirements

- After the initial review, further clarification questions may be sent to those applicants who have been deemed susceptible for funding.
- Review comments shall be made public no later than thirty days after award.



# The Pre-Application Conference

- First Things First Finance Division Staff will work with the Regional Coordinators to host pre-application conferences in geographic locations that are convenient for potential applicants.



# Selecting the Reviewers





# Selecting and Training the Reviewers

## ➤ The Review Committee Training

- Provide the Reviewers with an overview of the review process
- Explain the intent of the Regional Partnership Council RFGA
- Provide the Reviewers with a copy of the RFGA
- Provide the Reviewers with a scoring “rubric” tool
- Provide the Reviewers with score sheets
- Provide the Reviewers with copies of applications
- Before the Reviewers leave with applications
  - First Things First must receive a signed copy of the conflict of interest/confidentiality form



# Recommendations

- The review committees make recommendations to the Regional Partnership Councils
- The Regional Partnership Councils accept/modify/or deny the recommendations
- The Regional Partnership Council makes recommendations to the Board of First Things First
- The Board of First Things First accepts/modifies/denies recommendations



# Awards

- Upon acceptance of recommendations by the Board of First Things First, award and regret letters are issued.
- Grantees receive a packet of information needed for successful grant management.
- Orientation Meetings are held for all Grantees.



# Public Review

- After award (30 days), the public can review the procurement file in person.
  - Look at strengths/weaknesses/scores of all applications
  - Useful information improves future applications
- Provides documented evidence of the transparency and fairness of the process.



# Potential Protests

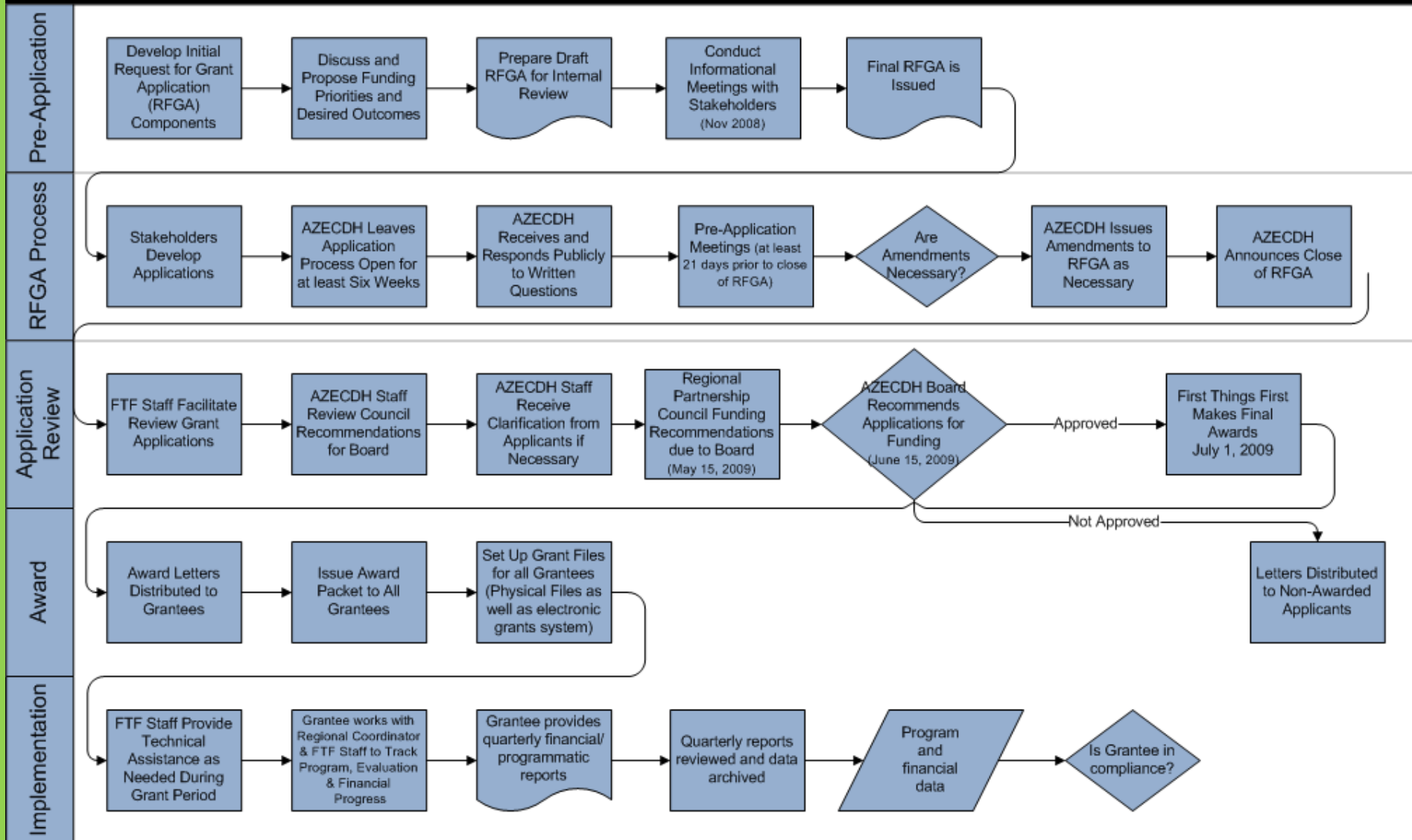
After a file review, members of the public (generally, applicants who were not awarded) may:

1. Review the file and take no further action or
2. Lodge a protest



Statutes, requirements and guidelines are important and are in place to protect Applicants as well as First Things First Staff, Regional Partnership Councils and the Board of First Things First





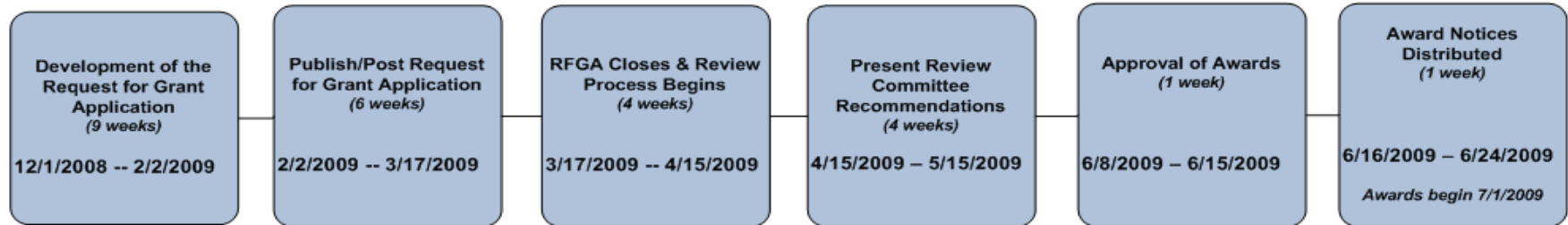
# First Things First Funding Timeline



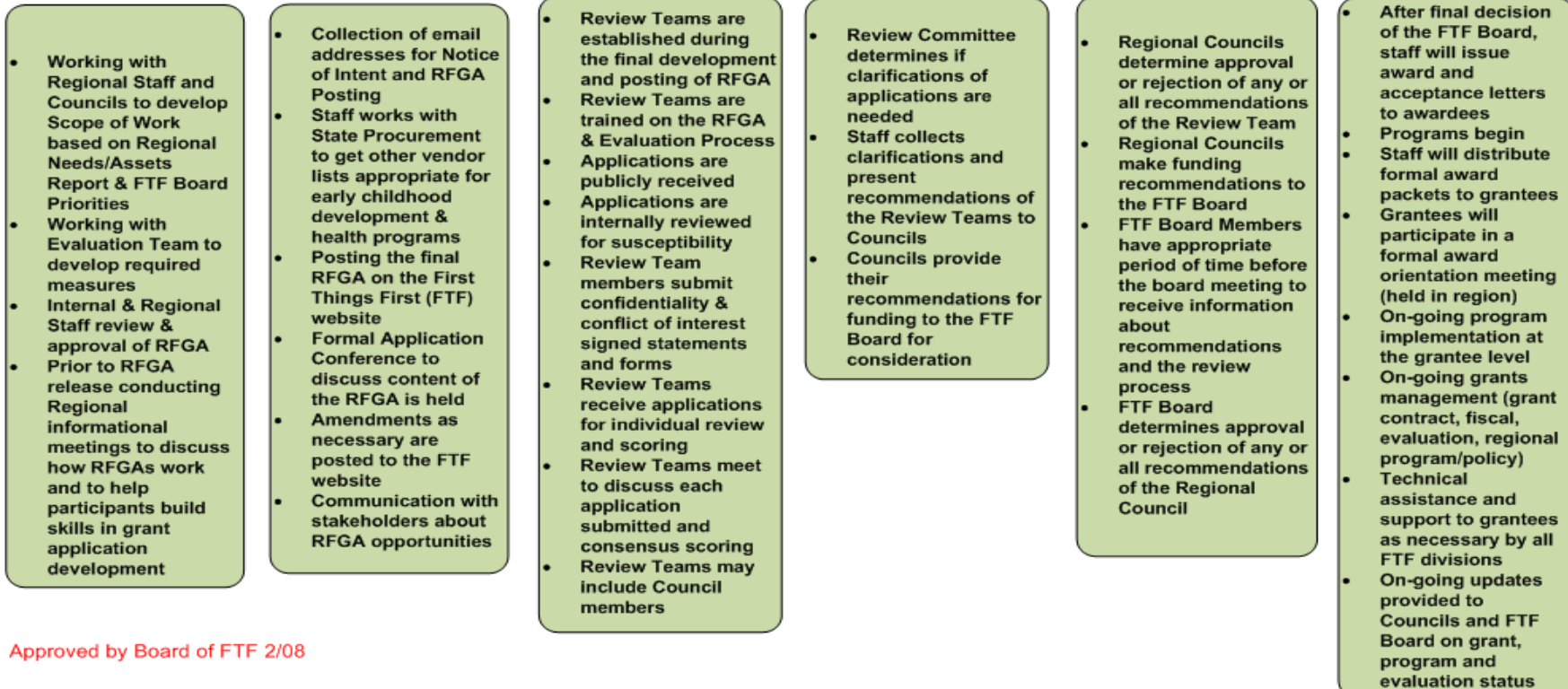
## First Things First Regional Grant Process Flow Chart

### Regional Initiatives

7 months (25 weeks)



### Regional Grant Process Major Tasks





# Key Components for Responding to a First Things First RFGA



## The Logic Model



# A Logic Model is:

“A sequential program planning, implementation and evaluation process that identifies and links all elements to achieve positive impacts on individuals and the community.”



# Why Use a Logic Model?

- 1) For First Things First staff in the development of an RFGA:
  - Common vocabulary & processes - creates consistency across Regions that will have varying funding opportunities
  - Helps to demonstrate the connectedness of all components (modules)
- 2) For Applicants:
  - Common vocabulary & processes
  - Integrated strategies & processes for Request for Grant Applications (RFGAs), both First Things First and other grant requests



# Request for Grant Application Scope of Work Logic Model

LINK

Needs & Assets	Goals & Key Measures	Strategies	Implementation	Performance and Evaluation
<p>FTF Regional Needs &amp; Assets:</p> <ul style="list-style-type: none"> <li>➤ Identify the needs</li> <li>➤ Identify the assets</li> <li>➤ Review and identify relevant data to support information on local needs &amp; assets</li> <li>➤ Analyze data and other local information to determine gaps or service needs</li> <li>➤ Identify existing resources and assets directed toward needs to determine gaps to be addressed</li> </ul> <p>RFGA Applicant Description:</p> <ul style="list-style-type: none"> <li>➤ Identify your stakeholders and partners</li> <li>➤ Identify capacity to address an identified need</li> </ul>	<p>FTF Goals and Key Measures to be addressed based on identified needs and assets</p> <p><b>Goal:</b> Broad measurable statement of intent to set a future direction. The goal communicates the direction of (more, less, maintain) the result statement.</p> <p><b>Key Measures:</b> The measures selected as markers of success. Key measures are specific, observable, measurable characteristics or changes that represent achievement of success. Key measures are what is observed, measured, assessed or monitored in clients or systems to learn if the outcome has been achieved.</p>	<p>Strategies are chosen based on the Regional Needs &amp; Assets reports and are designed to address the Goals and Key Measures.</p> <p>FTF has approved 32 strategies.</p> <p>Regions may select additional strategies based on need; these strategies must meet the FTF criteria.</p> <p>Regional Partnership Councils will define the target population for each strategy.</p>	<p>Develop steps to implementation including:</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Participants (recruiting and retaining participants)</li> <li>• Staff (recruiting, training, accountability)</li> <li>• Program Implementation (timelines, scheduling)</li> </ul> <p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>• Detailed subset of the Activities</li> <li>• Includes specific description of deadlines and accountability</li> </ul> <p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• Financial resources needed to implement the chosen strategy</li> </ul>	<p>Evaluation provides accurate and valid information for making decisions about strategy improvement, continuation and modification and to determine whether the strategy is successful.</p> <p>Performance Measures are short term impacts that link to the key measures</p> <ul style="list-style-type: none"> <li>➤ Measures service numbers</li> <li>➤ Measures participant changes in knowledge, attitudes, assets and behaviors.</li> <li>➤ Includes assessment tools</li> <li>➤ Includes a description of data collection plans and overall evaluation plans</li> <li>➤ Quality assurance plan</li> </ul>
Are strategies and goals tied to the needs and assets?	Are Goals and Key Measures tied to the Performance Measures?	Are the strategies addressing the Performance Measures?	Are the strategies being implemented as written?	Is there ongoing assessment and quality improvement?

Continuous Feedback Loop

# The Logic Model:

## Five Modules

1. Needs/Assets (identify the problem or strength)
2. Goals/Key Measures (factors that the strategy will address)
3. Strategies (how goals will be achieved)
4. Implementation (activities & tasks needed to deliver the strategy successfully)
5. Performance and Evaluation (expected results/final outcomes)

● **PLUS....LINKAGES!**



# Why is Linkage so Important?



- It provides a system for ensuring that strategies are directed toward the achievement of goals and key measures that are tied to clearly defined needs and that an evaluation process is in place to measure the results.
- Discourages fragmented or disconnected strategy design and evaluation



# Module #1: Needs and Assets



# Needs & Assets: Two Pieces to the Puzzle

1. The First Things First Regional Needs and Assets Report and the Regional Partnership Councils' processes that support needs and assets identification
2. The Application's needs assessment description





# The FTF Regional Needs & Assets Report & Regional Partnership Council Process:

- Identify the assets available for early childhood development and health programs in each region, including opportunities for coordination and use of other available funding sources
- Identify and prioritize the unmet need for early childhood development and health programs in each region



# The FTF Regional Needs & Assets Report & Regional Partnership Council Process:

- Help to prioritize the issues so resources can be put to best use
- Begins the process in determining what additional resources and/or programs (partners) are needed to fill the gaps



# Applicant's Response to Addressing Needs:

- Provide solid foundations for successful strategies, ensuring that they are relevant and useful to the communities (participants) being served
- Identify the agency's capacity to address the identified needs
- Identify the team & their experience



# Applicant's Response to Addressing Needs:

- Identify potential partners/stakeholders or solidifies existing relationships (build your team – who needs to be involved; who is involved, and who is missing)
- Should be of reasonable dimensions – a concern that can be addressed realistically over the course of the grant, that can be dealt with by an agency



# RFGA Components to Address Needs & Assets

- First Things First Standard Data Collection Form
- Applicant's Experience Worksheet
- Personnel Overview Worksheet



# Module #2:

# First Things First Goals &

# Key Measures



# Addressing Goals & Key Measures in the RFGA:

- Demonstrate understanding of the Goal Area, Goal and Key Measures identified for the project by describing the organization's prior experience addressing similar goals and key measures.
- Describe anticipated knowledge of how the Goal Area, Goal, and Key Measures will be improved by the project.



# Module #3:

## Strategies





# Strategies

- Flows from the Needs and Assets Assessment and the Goals/Key Measures to determine what the program will be or will include



# First Things First Strategies

- Thirty-two strategies have been identified and approved by the Board of First Things First to meet the Goals and Key Measures
- Regional Partnership Councils have the opportunity to choose additional strategies for implementation based on their regional needs and assets.
- Regional Partnership Councils will define the target population for each strategy.



# Key Elements of Addressing “Strategy” in the RFGA:

- Description of the organization’s capacity to implement this particular strategy
- Organizational experience and outcomes implementing this or a similar strategy
- The organization’s capacity and plan to address the implementation considerations of the strategy



# Module 4: Implementation



# Implementation

The detailed description of how you will put the selected strategies or approaches into action using various Activities

- Activities
  - Staffing/Training
  - Program Implementation
  - Participants
- Tasks
  - Timeline
  - Accountability



# Implementation Plan...

- Presents a reasonable scope of activities
- Is a “road map” to ensure that the program runs smoothly
- Is a tool used in monitoring; as a method to see if the program is on track



# Example of a Fictitious Implementation Plan

Activities	Task	Person Responsible	Date Task Will Be Completed /Timeline	Support Documentation
Health Care Consultants will attend Quality First Program Training	Make Hotel arrangements	Child Care Health Consultants Sign off by Supervisor	July 1, 2009	Hotel Confirmation
	Make QIRS training reservation	Child Care Health Consultants Sign off by Supervisor	July 20, 2009	Registration Confirmation
	Training is completed	Child Care Health Consultants	July 23, 2009	Training Certificates
Quality First Coaches will coordinate the need for services in child care centers and child care home providers with the Child Care Health Consultants	Complete Memoranda of Understanding with "The Coaching Agency" delineating joint responsibility and collaboration	Executive Directors	August 31, 2009	Signed MOUs
	Intake referrals from Quality First Coaches	CCHC Program Coordinator	Beginning August 1, 2009 and on-going	Completed Referral intake forms



# BUDGET





# Key Elements of Addressing “Budget” in the RFGA:

- Applicants must list all resources that will be needed to implement the strategy described.
  - May involve costs for personnel, ERE, training, supplies, space, equipment, etc.
- Funding shall be limited to those items specifically listed in the proposed budget.
  - Total funding may not be modified following award of the grant/contract.
  - Requests for line item modifications, which do not change the total program funding, shall be requested in writing



# Matching Funds

- Although matching funds may not be required, if an applicant chooses to show match for the proposed program, those funds or in-kind services will be subject to monitoring by FTF.
- If a Regional Council's funding plan describes a need and the Regional Council releases an RFGA for construction projects, matching funds are required for new construction projects (50% match).



# Key Elements of Addressing “Budget” in the RFGA:

## Resources and Budget

Budget forms are provided as an example to ensure that the line item budget and budget narrative provide a clear and concise explanation of the methods used to determine the amounts for each line item in the proposed program budget. All budget forms must be signed by an authorized agency representative.

- Line Item Budget
- Budget Narrative
- Disclosure of Other Funding
- Financial Systems Survey



# Module 5: Performance & Evaluation



How does our strategy  
measure up?



# Purpose of Evaluation

- To provide accurate and valid information for making decisions about program improvement, continuation or modification
- To determine whether the program is successful



# First Things First Required Data Collection

To be determined by First Things First Evaluation Staff in coordination with Regional Coordinators depending on the chosen strategies.

- Performance Measures
- Evaluation Instruments



# Addressing Evaluation in the RFGA

- Any additional Performance Measures or new Performance Measures that will be collected
- Person responsible for data collection and reporting? (included in Key Personnel)
- How will the required data be collected and entered?



# Addressing Evaluation in the RFGA

- Procedures to assure the quality of data (training for data collectors, data collection forms, timelines for administering tools, etc.)?
- What resources (e.g. personnel, supplies, computer, etc.) will be needed to complete necessary activities related to the quality data input and data collection of the program?





# One Example of Elements of an Evaluation Plan

Performance Measure	Data to Collect	Plan for Data Collection	Plan for Using the Data	Quality Assurance



# The Feedback Loop

- Evaluation does not just come at the end
- Important to constantly monitor all of the components
- Make adjustments as you go



# LOGIC MODEL ACTIVITY



***First Things First***  
**Arizona Early Childhood Development & Health Board**  
**Request for Grant Application Scope of Work Logic Model – Example Funding Plan Strategy #1**

Needs & Assets	Goals & Key Measures	Strategies	Implementation	Performance & Evaluation
<p><b>Need:</b></p> <ul style="list-style-type: none"> <li>Lack of insurance coverage and limited access to health services.</li> <li>Limited access to preventative health care and immunizations</li> <li>Limited parental knowledge regarding healthy child development</li> <li>Lack of transportation to medical appointments</li> </ul> <p><b>Capacity to Address the Need:</b></p> <ul style="list-style-type: none"> <li>Organization must have experience implementing home visiting programs</li> <li>Organization must demonstrate capacity and experience connecting families with community services</li> </ul>	<p><b>Goal Area:</b></p> <ul style="list-style-type: none"> <li>Family Support</li> </ul> <p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>FTF will coordinate with existing education and information systems to expand families' access to high quality, diverse and relevant information and resources to support their child's optimal development.</li> </ul> <p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>Percentage of families with children birth through age five who report they are satisfied with the accessibility of information and resources on child development and health</li> <li>Percentage of families with children birth through five who report they are competent and confident about their ability to support their child's safety, health and well-being.</li> <li>Percentage of families who report they are satisfied with the level of coordination and communication among agencies serving their children.</li> </ul>	<p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>Expand home visitation programs for pregnant women and parents of newborns.</li> </ul> <p><b>Research to Support Strategy:</b></p> <ul style="list-style-type: none"> <li>Research of home visitation programs has shown an increase in school readiness, parental involvement, improvement in child and maternal health outcomes as well as decreases in child abuse</li> </ul> <p><b>Target Population:</b></p> <ul style="list-style-type: none"> <li>Expand prenatal home visiting to pregnant women by 100 per year</li> <li>Newborn home visiting will be offered to all first time and teen parents of newborns (1,500)</li> </ul>	<p><b>Activities &amp; Tasks:</b></p> <ul style="list-style-type: none"> <li>Prenatal home visiting and newborn medical nurse home visiting</li> <li>Hire staff trained in child development</li> <li>Make regular, scheduled visits to homes of enrolled families</li> <li>Provide information and resources to enrolled families</li> <li>Provide early detection of any developmental problems in the children</li> </ul> <p><b>Implementation Considerations:</b></p> <ul style="list-style-type: none"> <li>Create and support the new home visiting provider network monthly meeting in order to increase the coordination and collaboration of the service providers in the region.</li> <li>Provide services for high-risk families and to provide home visiting nurses to all teen parents.</li> </ul> <p><b>Budget:</b></p> <ul style="list-style-type: none"> <li>\$850,000</li> </ul> <p><b>Budget Considerations:</b></p> <ul style="list-style-type: none"> <li>100 prenatal women x \$4,000 per family (\$400,000)</li> <li>1500 families with newborns x \$300 per family (\$450,000)</li> </ul>	<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>Number of home visiting programs/proposed service numbers</li> <li>Number and percentage of families receiving home visiting services/proposed service numbers</li> <li>Percentage of families that reported satisfaction with provided home visiting support/strategic target number</li> <li>Percentage of families showing increases in parenting knowledge and skills after receiving home visiting support/strategic target number</li> </ul> <p><b>Evaluation Considerations:</b></p> <ul style="list-style-type: none"> <li>Families participating in the home visitation program will be asked to participate in a brief written survey during their first and last home visits to assess their level of parenting knowledge and skills.</li> </ul>

# Are there any questions?



# Thank You!

